

BOARD OF GOVERNORS OF CONCORDIA UNIVERSITY

MINUTES OF THE OPEN SESSION **OF THE MEETING OF THE BOARD OF GOVERNORS**

Held on Wednesday, 19 February 1992, immediately following the Closed Session,
in Room GM-407-1, SGW Campus

Attendance:

Present: Me A. Gervais, Chairman, Mr. A. Benedetti, Ms. L. Brodrick, Dr. R.M.H. Cheng, Mr. T. Dowd, Mr. J.N. Economides, Mr. L. Ellen, Mr. H. Farias, Dr. D.B. Frost, Mr. R.K. Groome, Dr. H. Habib, Dr. P. Kenniff, Rector, Dr. V.H. Kirpalani, Sister E. McIlwaine, Mr. D.W. McNaughton, Dr. R.H. Pallen, Me J.J. Pepper, Mr. D. Pomerleau, Mr. S. Tamas, Mr. C.I. Taylor, Mr. G. Vézina

Officers of the University:

Dr. C.L. Bertrand, Dr. M. Cohen, Me B. Gaudet

Absent:

Mr. B. Aune, Ms. E. Brown, Mr. D. D'Alessandro, Ms. M. Donaldson, Mr. J.R. Firth, Prof. S. Friedland, Chief Justice A.B. Gold, Chancellor, Mr. P. Howlett, Mr. P. Ivanier, Mr. F. Knowles, Mr. R. Lawless, Mr. A.H. Michell, Mr. R. Renaud, Mr. H. Santos, Mr. J.H. Smith, Mr. W.W. Stinson, Me M. Vennat, Ms. S. Woods, Dr. R. Sheinin

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES:

BG-92-2-D11	Provisional Operating Budget for 1992-93
BG-92-2-D12	Proposed Capital Budget for 1992-93
BG-92-2-D13	Senate documents concerning alternative degree nomenclature

1. **Call to Order**

The Open Session was called to order at 8:18 a.m.

1.1 The Chairman waived his remarks.

1.2 The Agenda, as modified by the addition of Closed Session Item 3.2 under Item 6, was approved.

1.3 It was moved and seconded (Kirpalani, Pomerleau) and unanimously
RESOLVED:

R92-13 THAT the Minutes of the Open Session of the previous meeting, held on 22 January 1992, be approved.

2. Business arising from the Minutes

Dr. Bertrand, Vice-Rector, Services, in response to a question posed at the January meeting, reported briefly on the costs entailed in moving the Health Services offices to the ER building on Guy Street. Health Services were moved in 1988 from their location in a Mackay St. annex because operations were expanding and needed larger premises, and also because the annex location was not accessible to the disabled. Total cost of the move was approximately \$70,000 comprising \$48,621 for the move and about \$22,200 for renovations to the new offices.

3. Tabling of the Provisional Operating Budget for the 1992-93 fiscal year

Dr. Cohen explained that the Operating Budget takes approximately eight months to prepare: the University Budget Committee (UBC) meets with the heads of academic departments and administrators, and agrees on concrete proposals for the allotment of money to the various units involved; these proposals are taken to the Office of the Rector which then makes recommendations to the Budget Committee of the Board. Following tabling of the Provisional Operating Budget before the Board, it is referred to Senate, which circulates the proposed budget to the Senate Committee on Academic Planning and Priorities, the Academic Deans and department Chairs. Senate returns the budget to the Budget Committee with its comments; after considering Senate's observations, the Budget Committee brings the Provisional Operating Budget to the Board for final approval, at the May meeting.

The Operating Budget, Dr. Cohen explained, is essentially driven by student enrolments; that is, the volume of student enrolments forms the basis of the government funding formula for the calculation of operating grants. For example, the recent increase, at Concordia, of 189 full-time equivalent enrolments will yield additional grant funds of about \$1.5 million in 1992-93.

Dr. Cohen reported that the recently submitted long-term deficit reduction plan, which will be in its first year of implementation in 1992-93, also affects the budget. Paying down our accumulated deficit results in progressively lower interest commitments, especially given the current low interest rates. Consequently, the University Budget Committee was able to allocate about \$2 million to additional activities.

The academic sector receives the lion's share of funds, Dr. Cohen said. A sum of \$638,000 was allocated for the Library acquisitions budget to purchase books and CD ROM equipment for the libraries. \$837,000 were allocated for the Faculties: \$707,000 for programme improvements and hiring faculty members, and \$130,000 for research teams ("Actions structurantes"). On the administrative side,

he explained, the new library, maintenance, and a significant increase in the Human Resources budget to provide additional support in Benefits and in Labour Relations account for expenditure increases.

Dr. Pallen questioned the appropriateness of enrolment "input" criteria for university funding. Dr. Cohen answered that this had always been the case, and (referring to Item 3 on page 4 of the Provisional Operating Budget) he said it appeared likely that "output" indicators would soon account for part of the grants envelope. "Productivity" criteria relate, in part, to the number of degrees and diplomas awarded in a given year. In this ranking, Dr. Cohen advised, Concordia will not compare favourably with other universities because several of its programmes are designed to accommodate part-time students.

It is, he said, possible to improve our output without increasing enrolments. He commented that to base the allocation of grants exclusively on enrolment numbers, without accountability with respect to graduations, creates the possibility of lowering admission standards. This matter will have to be discussed thoroughly, he added.

Dr. Kenniff commented that Dr. Pallen's point was well taken. However, the Ministry's initiative responds to Québec's extremely high drop-out rate at every level of education - high school, college and university. "Stop-outs", whom the Rector identified as students who interrupt their studies for a year or more, are also a serious concern throughout Canada, but especially in Québec. He suggested that we need to create incentives for people to complete their programmes.

It was moved and seconded (McNaughton, Tamas) and unanimously
RESOLVED:

R92-14 THAT on the recommendation of the Budget Committee, the Provisional Operating Budget for 1992-1993, as set out in Document BG-92-2-D11, be tabled and referred to Senate.

4. Tabling of Concordia's proposed Capital Budget for 1992-93

Dr. Bertrand reported that the proposed Capital Budget had been reviewed by the Budget Committee on 14 February 1992; the word "Draft", he said, should not have appeared in its title. The proposed Capital Budget is based on predictions, by the Ministry, of grants forthcoming in the approximate amounts of \$3,804 million for 1991-92, and \$4,463 million for 1992-93. He explained that actual amounts will not be confirmed before May 1992. Because of poor economic conditions, the University has budgeted conservatively, anticipating grants for 1992-93 of \$4 million.

Supplementary allocations, Dr. Bertrand said, are sometimes approved by the

government in the context of particular programmes; Concordia has recently benefited from two such programmes. A request for \$25 million, for major renovations had been submitted, in October 1991, and another, for major renovations and alterations to the Hall Building and the Loyola High School, was being prepared.

Dr. Pallen asked whether it was cost-effective to renovate the Centennial Building. Dr. Bertrand answered that very significant improvements could be made with the \$4 million allocated for that purpose, while a comparable space could not be built or purchased on that budget.

It was moved and seconded (McNaughton, Ellen) and unanimously RESOLVED:

- R92-15 THAT, on the recommendation of the Budget Committee, the proposed Capital Budget for 1992-1993, as set out in Document BG-92-2-D12, be tabled and referred to Senate.

5. Approval of a resolution of Senate to offer alternative degree nomenclature

Dr. Kenniff introduced a motion to offer the alternative of gender-neutral degree nomenclature to graduating students. He explained that the impetus for this initiative came in the form of a student's request to receive a "Mistress of Arts" degree, which was examined in April 1990, by an Ad Hoc Committee on Degree Nomenclature. The Committee decided that the request should be denied in favour of a gender-neutral appellation. Rather than replace the traditional nomenclature, the University proposed to give graduates who are uncomfortable with the sexist connotations of "Bachelor's" and "Master's" degrees, the option of receiving degrees identified by gender-neutral terms "Baccalaureate" and "Magisteriate". The Rector urged the Board to approve this proposal which, he emphasized, would offer an alternative without interfering with the award of degrees by their usual, traditional titles. Dr. Kenniff pointed out that the adoption of this resolution by Senate demonstrated its broad support in the academic community.

To a question, the Rector answered that the alternative nomenclature would be available to graduates of all Faculties.

It was moved and seconded (Kenniff, Dowd) and CARRIED with two abstentions:

- R92-16 WHEREAS, in April 1990, Senate established the Ad Hoc Committee on Degree Nomenclature to review the nomenclature of degrees awarded by Concordia University at all levels, with a view to ensuring that degree titles are gender-neutral;

WHEREAS the Report of the Senate Ad Hoc Committee on Degree Nomenclature was first presented and discussed by Senate at its meeting held on 3 May 1991;

WHEREAS the recommendations of the Ad Hoc Committee were circulated to the Faculty Councils, the Board of Graduate Studies and the student associations to obtain their reactions and input; AND

WHEREAS, at its meeting held on 7 February 1992, Senate approved the conclusions and recommendations outlined in the said Report, and the adoption of alternative nomenclature as outlined in Document BG-92-2-D13, that is: Baccalaureate, Magisteriate, Doctorate;

BE IT RESOLVED:

THAT, upon the recommendation of Senate, the Board of Governors approve the adoption of the nomenclature for degrees set out in the Report of the Ad Hoc Committee on Degree Nomenclature, in addition to and as an option to the existing degree nomenclature;

THAT upon completion of their degree requirements, all students be entitled to receive their degrees in either the existing or the new degree nomenclature;

THAT all graduates who previously have been awarded a Concordia degree be entitled to request that their degrees be re-issued in the new degree terminology; AND

THAT the proposed legislation be in effect for a period of five years and be subject to review and re-approval in the final year of that period.

6. Progress Report of the Ad Hoc Committee to Review the Composition, Rules and Procedures of Evaluation Committees and Advisory Search Committees (The Groome Committee)

In the context of this report, proposed amendments to the undertaking of confidentiality by members of Evaluation and Advisory Search Committees (brought forward from Item 3 of the Closed Session Agenda) were discussed.

Mr. Groome reported that the Ad Hoc Committee had received two requests and several offers to make personal appearances before the Committee. The Committee agreed to meet with: CUFA, the Committee for Gender Equity in Matters Academic (GEMA), the Chairs' Caucus Steering Committee, the Office of the Vice-Rector, Academic, and Dr. Charles Bertrand. Hearings will take place on 16 March, he said, and the entire afternoon has been set aside for that purpose.

On 17 February 1992, the Committee held a special meeting which was devoted exclusively to the issue of the oath of confidentiality, which is an established part of Concordia's procedures for search and evaluation committees. Me Gervais explained that he had been informed that of the thirteen members of the Advisory Search Committee for the Dean of the Faculty of Arts and Science, seven, all faculty members, had deleted certain clauses of the oath before signing. The Chairman of the Board, the Rector and the Vice-Rector, Academic, met to discuss this matter, and concluded that the concerns raised by the faculty members were justified. The faculty members had objected that certain conditions, such as the inclusion under the definition of confidentiality of "Any other matter proclaimed confidential by the Committee", would make it impossible for members of such committees to report improper conduct or a breach of natural justice and discuss these matters with the Rector or an appropriate Vice-Rector. It was proposed, therefore, that a series of minor changes be effected to the text of the oath to ensure that committees are not insulated from normal monitoring and accountability. Me Gervais outlined the proposed revisions (which are specified below, in the text of the resolution).

Dr. Kenniff expressed strong support of the motion, which would enable the Advisory Search Committee for the Dean of the Faculty of Arts and Science to proceed with its work. There was, he observed, a widespread concern within the University over the issue of confidentiality. The Rector said he would like to dispel the misunderstanding that by the structure of its rules and procedures governing the evaluation and search processes, the administration was seeking to circumvent or replace elements of the prevailing collective agreements (CAs). Firstly, he said, when these procedures were first established, faculty were not covered by CAs. More importantly, reference in the motion to "established University procedures" includes and refers to the procedures outlined in the CAs where such procedures exist and apply; sanctions, for example, were likely specified in the CAs. Dr. Kenniff said that the 1984 Rules and Procedures, and the proposed revisions to them, should be seen to refer to, not supersede, relevant CAs.

Mr. Ellen told the Chairman that he was shocked to learn that there is a problem with morality and ethics among committee members. He submitted that anyone accepting the role of service as a member of the Board has implicitly accepted the rules of confidentiality. The same holds true for evaluation and selection committees. Mr. Ellen asserted that it was a regressive step to require an explicit undertaking of confidentiality.

Dr. Kenniff commented that, although he agreed with Mr. Ellen in principle, the administration had learned from past incidents that an explicit and detailed regulation was necessary, even though, ideally, we should be functioning on an ethical and moral basis.

Dr. Cheng expressed the view that faculty members are improperly prepared for participation on these committees. He reminded the Board that faculty members engage in committee work voluntarily and in good faith; not having been informed in advance that they would be obliged to sign an oath, one could understand why they might find the requirement offensive. Dr. Cheng felt that this subject required further discussion. Me Gervais responded that, at their recent meeting, the Vice-Rector, Academic, had expressed the intention to distribute pertinent documentation, to inform potential candidates before they accept nominations about the responsibilities of the task and advise them that their signatures would be required.

Mr. McNaughton recommended that sanctions should be applied cautiously, and care taken not to penalize members from certain constituencies more severely than others.

Dr. Frost added that some groups within the University reject the concept of confidentiality with respect to evaluation and search processes; he suggested that the open exchange of ideas is important to good working relations within academic departments. CUFA had expressed this view eloquently in its submission to the Groome Committee, Dr. Frost said.

In concluding the foregoing debate, Me Gervais stated that while the proposed amendments may not be the perfect solution, they are intended as an interim measure to address a particular concern. It is understood that the Groome Committee will not in any way be bound by this decision in its future deliberations.

It was moved and seconded (Groome, McIlwaine) and CARRIED with one abstention:

- R92-17 WHEREAS representations have been made to the Chair of the Advisory Search Committee for the position of the Dean of the Faculty of Arts and Science, by certain members of the Committee, concerning the undertaking of confidentiality they are required to sign;
- WHEREAS these representations address the scope of the undertaking of confidentiality required of all members of Evaluation Committees and Advisory Search Committees under the rules and procedures adopted by the Board in May 1984;
- WHEREAS the Board of Governors established an ad hoc Committee to review the composition, rules and procedures for Evaluation and Advisory Search Committees (known as the "Groome Committee") and this committee has not completed its work;
- WHEREAS it is important that the work of Advisory Search Committees

be facilitated, and proceed in a timely and efficient manner, between now and the moment when the Groome Committee has completed its work, without any prejudice to the recommendations the Groome Committee might make to change the existing rules and procedures;

WHEREAS with respect to the sanctions applicable in cases of breach of confidentiality, the Board of Governors approved the Report of its ad hoc Committee in May 1984, including the recommendation "that the Board of Governors be prepared to establish an investigative committee whenever an accusation of breach of confidentiality is made and that this committee be responsible for determining specific sanctions subject, in the case of University personnel and students, to the established University procedures for sanctions" (underlining added);

BE IT THEREFORE RESOLVED THAT:

1. This resolution shall apply to all members, present and future, of the current Advisory Search Committees for the positions of Dean of the Faculty of Arts and Science, Dean of the Faculty of Engineering and Computer Science, Dean of the School of Graduate Studies and Director of University Libraries, as well as to all members of any Evaluation or Advisory Search committees established between now and adoption by the Board of Governors of the conclusions and recommendations of the Groome Committee.
2. The document entitled "Confidentiality for Evaluation and Advisory Search Committees" (BG-84-4-D11 (Rev.) - Schedule "A") is amended by striking out sub-paragraphs c) and f) in the paragraph entitled "Confidentiality defined".
3. The document entitled "Undertaking" (BG-84-4-D10 (Rev.) - Schedule "B") is amended by striking out the word "indefinitely" in the fourth line of the first paragraph.
4. The document referred to in paragraph 3 above (Schedule "B") is further amended by replacing the words "an established committee" in line 2 of the second paragraph by the words "a committee established by the Board".
5. With respect to the matter of sanctions, the Board reaffirms its decision made in 1984, to respect "established university procedures for sanctions".
6. This resolution shall in no manner determine or limit the conclusions and recommendations of the Groome Committee, nor in any way

bind the Board of Governors to a course of action with respect to future Evaluation or Advisory Search Committees.

7. Reports of the Standing Committees

7.1 University Advancement Committee

Mr. Ellen, Chairman of the Advancement Committee, reported that, at its meeting of 27 January 1992, the Committee discussed the progress of the Annual Giving Campaign which had already achieved 75% of its objective. He expressed confidence that, notwithstanding our difficult economic conditions, the goal would be met. Mr. Ellen added that the new sub-committee chaired by Ms. Woods to explore innovative fundraising techniques was focusing its efforts on the Library.

The Capital Campaign Development Committee will meet shortly, Mr. Ellen said. The proposed Table of Needs is progressing satisfactorily. Me Gervais noted that the Advancement Committee had made laudable progress under Mr. Ellen's chairmanship.

7.2 Budget Committee

In the absence of the Chairman of the Budget Committee, Me Gervais said that the items considered by the Budget Committee, the Operating and Capital Budgets, had already been explained by Dr. Cohen and Dr. Bertrand.

Dr. Cohen added that the Budget Committee is still looking into the financing needs for the McConnell Library Building. Some parts of the building, like the garage, will be self-financing, however the four half-floors require financing of about \$12.8 million.

7.3 Communications Committee

Mr. Economides, Chairman of the Communications Committee, reported that the Committee had a most fruitful and informative meeting on 29 January 1992. He reported on several items:

(i) The Image Campaign: Phase One

The Image Campaign, which was designed by Joannis-Roberts Communications, was reviewed with members of the Joannis-Roberts team. The budget, the target audience and the creative package were all discussed. Concordia was enjoying bonuses from transit corporations of additional advertising valued at \$80,000, Mr. Economides reported; South Shore exposure, for example, exceeded our objectives by 80%. As well, the commitment to standardize the style of publications from Concordia was showing excellent results.

(ii) The Image Campaign: Phase Two

This phase entails a campaign of mass media and transit advertising in Ottawa, Toronto and Vancouver, expanding Concordia's market reach substantially. Bonuses have been granted in this phase as well. Mr. Economides extended the Committee's thanks to Board member Mr. Rick Renaud, who developed contacts resulting in a doubling of Concordia's air time on Much Music cable television.

(iii) A promotional University video, at a cost of \$30,000 to \$40,000, is being developed for use in recruitment. External funding support is being sought.

(iv) The Committee considered Concordia's image in the community, and observed that our public profile is growing.

(v) With respect to internal communications, Mr. Economides applauded the achievements of the Public Relations (PR) and Marketing Communications departments. Numbering about 30,000, the Concordia population should generate its own ambassadors, and PR has prepared a travelling seminar to encourage and facilitate efforts by Faculties and departments to prepare their own public relations programmes. Mr. Economides read a Committee resolution heartily endorsing the many new initiatives which have emanated from Dr. Cohen's portfolio, and expressing appreciation for the creativity and commitment of Mr. Mike Hainsworth (Director, Marketing Communications), Ms. Carole Kleingrib (Director, Annual Giving), Mr. Ken Whittingham (Director, Public Relations), and Professor Dennis Murphy of Communication Studies, who have all made a tremendous contribution.

7.4 Concordia Pension Committee

In the absence of Committee Chairman, Mr. Lawless, the report of the Pension Committee was given by Dr. Cohen. The quarterly reports of the Pension Fund managers, Gryphon and Jarislowsky, Fraser, were considered by the Committee, Dr. Cohen said. Concordia's method of Fund management will have to be evaluated soon, he said; in a few years Fund assets will amount to a half-billion dollars, making investment decisions extremely important.

8. Report of the Rector

The Rector said he had nothing to report.

9. Reports of the Vice-Rectors

9.1 Dr. Sheinin was absent.

9.2 Dr. Bertrand commented on the memo which he had distributed to the Governors

that morning, in response to a letter from the Psychology Department which had been sent with the Board mailing. The Vice-Rector said that he would try to educate members of the community to deal first with the people immediately involved in a situation of concern, before going to the Board, and to exercise civility and courtesy in pursuing their goals. Me Gervais responded that the Board would be delighted.

- 9.3 Dr. Cohen reported that at a meeting held the previous week, Minister Daniel Johnson, President of the Treasury Board, announced the government's proposal to hold back the 1% wage increase promised for July 1992, because of continuing poor economic conditions. Last year government employees accepted a six-month (January through June) salary freeze, to be followed by a gradual 3% increase. Instead, Dr. Cohen said, the new proposal would defer any wage increase to January 1993, but grant a 4% increase to be staggered over 1993 and 1994. The proposal has been presented to the labour unions and would apply to university employees.
- Dr. Cohen observed that, combined, the increase in grants received by Concordia and the postponement of anticipated increases in salary expenditures, would not affect the University's financial position.

11. Any other business

The Rector was asked to give news of the 27 January visit by the Minister of Higher Education and Science, Madame Lucienne Robillard. Dr. Kenniff answered that the visit went extremely well. Mme Robillard was at Concordia for only four hours, during which she toured the Visual Arts Building, the Hall Building, the CONCAVE Mechanical Engineering facility, and lunched at the Loyola Faculty Club. A one-hour meeting featured the University's mission and objectives for the next five years. Feedback from the Deputy Ministers was positive, Dr. Kenniff said.

Mr. Dowd asked whether there had been any progress on proposals of amendments to Bill 32 which deals with accreditation of student associations. Dr. Kenniff said that CREPUQ and Concordia University had made representations to Mr. Ryan's Ministry and, more recently, Mme Robillard's Ministry, on the subject. Explaining that the Bill doesn't allow for separate accreditation of undergraduate and graduate students' associations, or allow for cooperation between Faculties, the Rector said that Bill 32 was flawed in many respects and had created problems where none existed before. Mme Robillard had expressed her intention to amend the legislation. CREPUQ is going to follow this dossier very carefully, he said.

Mr. Benedetti said he had received a letter from a Dr. Fabrikant, a Concordia faculty member, which contained some very serious allegations; he enquired if these were being investigated. Me Gervais said that he and Dr. Kenniff had discussed the matter, and gave his assurance that the University will establish whether Dr. Fabrikant's allegations are well-founded. Should his claims be

substantiated, the internal management will deal with them. Mr. Ellen had also received the letter and agreed it was a very serious matter, but not, he said, of concern to the Board.

The Chairman commented that the letter had only been received by the external members of the Board. It appeared, he said, that improved communications within the University might help to reduce the number of letters to the Board.

12. Date of next meeting: the next meeting will be held on Wednesday, 18 March 1992, at 8:00 a.m., in Room GM-407-1, SGW Campus.
13. The Open Session adjourned at 9:43 a.m.

Me André Gervais
Chairman of the Board of Governors

Me Bérengère Gaudet
Secretary of the Board of Governors